



DEPARTMENT OF THE NAVY

OFFICE OF THE SECRETARY

WASHINGTON, D.C. 20350-1000

SECNAVINST 12410.22A

ASN (M&RA)/OCPM 23

16 August 1989

SECNAV INSTRUCTION 12410.22A

From: Secretary of the Navy

Subj: CIVILIAN EMPLOYEE TRAINING AND CAREER DEVELOPMENT

- Ref:
- (a) 5 CFR Part 410, Training
  - (b) Federal Personnel Manual, Chapter 410, Training
  - (c) Department of Defense Civilian Personnel Manual, Chapter 410, Training
  - (d) 5 CFR Part 412, Executive and Management Development
  - (e) Federal Personnel Manual, Chapter 412, Executive, Management and Supervisory Development
  - (f) Department of Defense Civilian Personnel Manual, Chapter 950, Civilian Career Management

1. Purpose. To revise policies and delegate responsibilities for civilian employee training and career development within the Department of the Navy. This instruction is a complete revision and should be read in its entirety.

2. Cancellation. SECNAVINST 12410.22 and SECNAVINST 12410.23.

3. Background. Revision of policies to strengthen civilian employee training and career development programs is necessary. Additionally, changes in the Department of the Navy organization require revision of assignment of responsibilities.

4. Policy. The Department of the Navy must ensure that its civilian workforce is able to meet present and future mission requirements. To this end, the following policies apply:

a. Department of the Navy organizations and activities will allocate sufficient resources to meet immediate and long-range training requirements, assure individual employee competency, and provide planned career development opportunities for civilian employees. It is recommended that, as a minimum, one percent of the annual activity operating budget be allocated to support non-salary training costs.

b. Training and development needs will be identified in conjunction with the performance appraisal process. Civilian employees will be selected for training and development on the basis of needs and requirements generated from specific documented sources such as performance appraisals, position function changes, formal career program requirements, regulatory issuances, and approved individual/activity training plans.

c. Equal opportunities for nomination and selection for training and development shall be extended to all civilian

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employees, without regard to race, color, sex, religion, national origin, age, or handicapped condition. Training and development may be used to help correct patterns of underrepresentation by providing increased skills and career progression opportunities.

d. Training courses developed or conducted specifically for Department of the Navy employees are to incorporate the use of pre- and post-course tests, where feasible. These tests are to be used to measure the extent to which employees need the training and the extent to which employees acquired the major skills and knowledges conveyed through training. Under no circumstances are test results to be used for personnel action purposes which reflect adversely on course participants, except where successful completion is prerequisite to continuation in the program.

e. Senior Executive Service (SES) components will establish Candidate Development Programs (CDPs) to be managed and directed by their Executive Resource Boards. CDPs are developmental with the objective of focusing primarily on individuals just below the SES, at the GS/GM-15 level. Structured selection procedures, with defined criteria, will be utilized in selecting from those interested. CDPs will not be used to replace the competitive selection process for filling SES positions.

f. All civilian training and development will be evaluated consistent with references (a), (b) and (c). Evaluation will focus on specific impact, such as improved performance and increased productivity. Cost effectiveness must also be considered in the evaluation process.

5. Major Program Areas. The following programs constitute the basis of civilian training and career development in the Department of the Navy:

a. Executive, Management and Supervisory Development. The Executive and Management Development (XD/MD) Program is designed to develop and enhance specific managerial competencies as specified in references (d) and (e). Effective implementation requires that planning for supervisory development be integrated with XD/MD to facilitate logical career progression from first-line supervisor to executive. Implementation of the XD/MD Program also includes active participation in the President's Executive Exchange Program, administered through the President's Commission on Executive Exchange, both in sponsoring Department of the Navy executives to private industry and in serving as host to private sector participants.

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b. Department of Defense and Department of the Navy Career Management Programs. Career management programs are the principal vehicles for planning and meeting Department of the Navy long-range professional and technical skills requirements consistent with reference (f). Programs are established for selected major occupations to assure planned personnel intake and responsive training and development systems.

c. Wage-Grade Training and Development. Wage-grade training programs focus on meeting the skilled labor requirements of Department of the Navy activities. These programs also ensure a competent supervisory and work leader workforce, and provide systematic recruitment and timely retraining of wage-grade employees to meet new technology or mission-change requirements.

d. Professional, Administrative and Technical Programs for Non-Wage Grade Personnel. Programs for non-wage grade personnel are designed to meet individual and organizational technical, professional, and administrative competency requirements in the Department of the Navy. State-of-the-art training for these employees, such as engineers and scientists, is essential.

6. Delegation of Authority and Responsibilities. Delegation of authority and responsibilities is consistent with the established concept of centralized policy formulation and decentralized program execution:

a. The Assistant Secretary of the Navy (Manpower and Reserve Affairs (ASN (M&RA))) has overall responsibility for the Department of the Navy civilian employee training and career development program. The principal support in this area is provided by the Deputy Assistant Secretary of the Navy (Civilian Personnel Policy/Equal Employment Opportunity).

b. The Director, Office of Civilian Personnel Management is responsible for: developing and issuing implementing instructions and guidance based on civilian employee training and career development programs established by the Secretary of the Navy; publicizing specific program opportunities and reviewing related nominations for accuracy and completeness, as appropriate; and monitoring and assessing overall program effectiveness to determine if individual and program goals and objectives are being met.

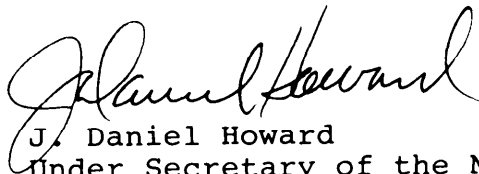
c. The Assistant for Administration/Office of the Under Secretary of the Navy (AA/USN); the Chief of Naval Operations (CNO); Commandant of the Marine Corps (CMC); and the Chief of Naval

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Research (CNR) are responsible for overall employee and career development direction. They will provide adequate program resources, issue appropriate guidelines, assess program effectiveness, assure regulatory compliance, and provide professional advice and assistance on matters pertaining to civilian training and development. The President's Commission on Executive Exchange requires that private sector participants in the President's Executive Exchange Program be assigned to positions at the Secretariat level only. Therefore, the AA/USN is also responsible for identifying host positions within the Navy Secretariat and arranging for completion of the employment process for private sector participation in the latter program.

d. Senior Executive Service Components (the Navy Secretariat; Office of the Chief of Naval Operations; Headquarters, U. S. Marine Corps; Office of the Chief of Naval Research, Headquarters and field; Naval Sea Systems Command, Headquarters and field; Naval Air Systems Command, Headquarters and field; Naval Facilities Engineering Command, Naval Supply Systems Command and Strategic, Systems Project Office, Headquarters and field; and Space and Naval Warfare Systems Command and Research and Development Centers) are responsible for using their Executive Resource Boards for oversight of programs covering incumbent executives and SES candidate development.

7. Action: Addressees will ensure that the policy and procedures outlined in this instruction are implemented.

A handwritten signature in cursive script, reading "J. Daniel Howard".

J. Daniel Howard  
Under Secretary of the Navy

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(See Page 5)

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